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4 March 1970

MEMORANDUM FOR: All Professional Recruiters (FY 70-26)

SUBJECT : The Present Situation and a Look  
at the Future

1. It is that time of the year again (we're running a month or so ahead this year):
  - a. When components have in process virtually all the candidates they will need to meet their requirements through the end of this fiscal year (30 June 1970);
  - b. When components are under mandate to close out the fiscal year at or below a lower ceiling;
  - c. When there is a temptation for components to use clerical attrition (not filling clerical slots) to meet their reduced ceiling obligations (thus creating a problem for RD that will appear in about 18 months);
  - d. When letters are going to fully cleared applicants (especially RID) informing them that there will be a delay and we don't know how soon we can make them a positive job offer;
  - e. When top flight cases (especially in the liberal arts area) are going begging in the Skills Bank;

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- f. When components, if reviewing cases at all, take greater interest in such matters as grade point average (2.9 vs. 3.3) and test results.

2. Add to these imponderables the fact that under a recent directive from the Civil Service Commission (which the Agency is observing) employees with over 20 years service and over 50 years of age or over 25 years service at any age can opt to retire "involuntarily" if their Agency is over ceiling (we won't know the impact of this for some time). Further, the Director of Personnel will implement recent instructions from the Executive Director-Comptroller that external recruitment of personnel will be undertaken only after every reasonable effort has been made to staff positions through internal reassignment.

3. The picture outlined above is more cloudy than gloomy, but you can see why we have difficulty giving you precise guidance.

4. As you'll recall, we planned this year to level off the clerical input rate so as to avoid, insofar as possible, the extreme peaks and valleys of past years. Through your fine cooperation, we have been quite successful. Although there have been minor fluctuations from month to month, the average to date is almost exactly on the established target of  initiations per month. As a result, we need not contemplate the frantic, all-out scramble to EOD as many new clerical employees as possible during the next four months. Instead, we ought to strike an average of no more than about  clerical initiations per month during this period in order to keep Agency components staffed and maintain the TAS (Temporary Assignment Branch - the old "IAS") at an appropriate level. By this we are not asking you to relax on clerical recruitment but rather to continue the steady pressure you've been applying. You can also afford to be considerably more selective in comparison with this period in past years.

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5. We must constantly remind ourselves that what we/you are doing in the field today relates to requirements six to nine months from now. There is no reason to believe that our task will be much smaller during the next Fiscal Year. Attached for your information (and destruction when you have read it) is our so-called "Program Call". This is the annual updating of a five-year budget planning paper outlining our objectives and describing any changes in approach that will influence our accomplishment of those objectives. As you read through it, you should be able to get the feel that we are/will be very much in business for some time to come.

6. Hang in there, men!



Chief, Recruitment Division

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Attachment

20 June 1970

## RECRUITMENT AND PLACEMENT

### Summary of Progress and Objectives

1. We have improved significantly our ability to manage manpower input, and are moving now to strengthen our support to both supervisors and employees in handling problems of internal personnel management. Specific progress has been made with respect to:

a. Forecasting and monitoring personnel requirements, and translating them into continuing guidance to recruiters and selecting officials.

b. Controlling the volume of applicants in process to level the peaks and valleys in input.

c. Shifting recruitment from a high-volume campus-oriented program to one characterized by selectivity and targeted use of a wide variety of sources.

d. Developing viable Co-op and Summer Intern Programs.

e. Adjusting field recruitment procedures to avoid harassment and adverse publicity.

f. Expanding our working-level relationships with components as a basis for cooperative action in dealing with their problems.

2. We expect to continue along these directions, with the following major objectives in view for 1972-76:

a. Discontinue scheduled, publicized campus recruitment in favor of selective use of specialized sources of referral.

b. Expand the Co-op and Summer Intern Programs to about 175 and 50, respectively, as substantial sources of professional input and for their public relations advantages.

c. Extend and strengthen procedures to control staffing against requirements.

d. Develop mechanisms and procedures for coordinated action to adjust imbalances in distribution of personnel.

e. Improve and extend procedures for follow-up and pre-exit interviews, in the hope of promoting individual job satisfaction and reducing attrition.

STATINTL 3. By the end of FY 1971 the Recruitment and Placement element, in connection with organizational and functional realignment, will have reduced its staffing requirements [redacted]

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[redacted] With the exception of an assistant in the Co-op and Intern area in FY 1972, we anticipate that any staff needs which may develop can be met by reprogramming.

30 January 1970

Program Element: Recruitment and Placement

A. Progress Toward Objectives

1. Objectives stated last year were:

a. Improve our capability to forecast manpower requirements and to translate them into recruitment and in-process targets.

b. Continue to meet recruitment requirements and, with respect to academic recruitment, seek ways to minimize the effects of campus disturbances.

c. Improve our capability to meet personnel requirements with precision and economy.

d. Enlarge the Co-op and Intern Programs gradually over the next five years to total sizes of about 150 and 25, respectively.

e. Strengthen placement support to both employees and supervisors in handling problems of internal personnel management.

f. Procure qualified military personnel for detail to the Agency and provide administration and support for those on-board.

2. Progress has been made as follows:

a. Staff personnel requirements for Fiscal Year 1969

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b. We have improved significantly our ability to forecast manpower requirements and to translate them into recruitment and in-process targets. This results primarily from (1) use of a growing data base to identify and apply experience factors; (2) close liaison with operating components and career services to keep ourselves informed on

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their current and prospective needs for professional and technical staff personnel; and (3) implementation in FY 1970 of a system whereby Agency components report each month a statement of their clerical requirements. All of this information is used to provide continuing guidance to the recruitment staff and to develop in-process targets to meet specific EOD objectives. We monitor the in-process pipeline closely, as to both numbers and categories of applicants, with the twin objectives of making timely provision against prospective needs, and achieving a more even rate of input over the year. In this connection, during the past quarter we have been "force-feeding" the pipeline by initiating security processing on likely candidates for selected scientific, technical and ADP positions, even though Agency components must await decisions on ceilings and project approvals before they can determine their specific needs. We are reasonably certain that some of these candidates will be needed and we want to have them available when the time comes. As a further development, during the first half of FY 1970 we maintained a higher clerical EOD rate [ ] and clerical in-process level [ ] than in the same period last year. This represents progress toward our goal of leveling the extreme peaks and valleys in clerical input.

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c. Recruitment performance was fully adequate to requirements in FY 1969 and continues so in FY 1970. In terms of total case-load production, the number of applicant cases produced has declined since FY 1968 at a rate of about 12% per year--

during the first half of FY 1970--but with no corresponding decline in the rate of security initiations and EOD's. This is a reflection of increased precision and selectivity in the recruitment process, and of changes in recruitment sources and methods. Prior to FY 1969 recruiters concentrated on campus sources for the bulk of professional production and worked other sources mostly during the non-academic-year months. In FY 1968 we recruited on over 440 campuses, and in the process encountered 77 anti-Agency incidents which generated adverse publicity and led to cancellations or withdrawals. This experience led to a review of our policies and procedures with respect to publicity and on-campus interviewing. For FY 1969 recruiters scheduled 288 schools, of which 116 were considered top priority, and arrangements were made to interview off campus where opposition was anticipated or encountered. Through careful forward planning, and resort to off-campus interviewing at 60 schools, we met our goals and encountered only 7 incidents. Substantially the same schedule was



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arranged for FY 1970, including the same priority schools, with an understanding in advance in each case that our recruiter would cancel or withdraw if circumstances should so indicate. During the first half of FY 1970 we cancelled or interviewed off campus at 36% of scheduled schools (10% and 26%, respectively) with no adverse effects upon recruitment results, and with no significant incidents encountered. As emphasis on campus recruitment has declined we have turned increasingly to other sources, particularly for specialized personnel. In FY 1969 we joined GRAD (Graduate Resume Accumulation and Distribution), a computerized referral system operated by the College Placement Council. It has been particularly effective in providing resumes of Electronic Engineers leaving military service. We have developed closer relationships with the recruitment sector of the U. S. Civil Service Commission. Agency recruitment literature is placed in CSC "Job Information Centers" across the nation and brings in a steady volume of inquiries. On several occasions our recruiters have participated in CSC Regional "file viewing days", a procedure whereby Federal Agency representatives are invited to review the records on young men and women who have scored exceptionally well in the Management Intern Examination. Field recruiters in their respective areas have expanded their access to military separation points

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have accepted our full-time employment offers. We had co-op agreements with 11 schools in FY 1969; have added 6 thus far in FY 1970; and have 8 additional schools under consideration as future sources.

e. Placement Division has been reorganized and renamed the Staff Personnel Division, and its capabilities have been strengthened in relation particularly to: (1) managing manpower input; (2) helping to resolve personnel imbalances resulting from ceiling reductions and other strength adjustments; and (3) identifying and helping to remedy individual problems of job dissatisfaction due to misassignment. With respect to (1), in paragraphs a and b above we have indicated progress in defining and monitoring input goals. With respect to (2), a priority responsibility in a period of ceiling restraints, we have had some experience in connection with BALPA-related adjustments and our Assignment Officers are working with their respective areas to identify redeployment action which may become necessary. Agency management has recognized the necessity for coordinated action to accomplish the adjustments which lie ahead, and we are gearing ourselves in FY 1970 to render all possible assistance. With respect to (3), we have taken two positive steps. We have re-established the follow-up interview program for professional and technical employees in the Intelligence, Support, and Science and

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Technology Directorates, to monitor the suitability of initial assignments and to identify possibilities of remedial action when appropriate. Our experience thus far, though limited, suggests that the program is welcomed by employees and is of benefit to the Agency. We established and continue to maintain a roster of senior secretaries who are interested in and available for reassignment, and coordinate the consideration of these candidates for senior secretarial vacancies as they occur. In addition, our Assignment Officers have been designated and are serving as EEO counselors for the areas which they serve.

f. The Mobilization and Military Personnel Division continued its excellent relationships with the military services, both in processing needed personnel and in administering military personnel on duty with the Agency. Completion of the OSA [ ] phase-out and liquidation [ ] were primary reasons for a decrease in requirements for "assigned" military personnel from approximately [ ] in FY 1969, and subsequent BALPA and OPRed reductions led to an estimated "assigned" strength of about [ ] by the end of FY 1970. Requests for "detailed for duty with" personnel (formerly Category Z) for whom MHPD assumed responsibility in 1969 have increased, a trend which requires careful monitoring. All of the Agency's military personnel assigned overseas or

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at [ ] installations were visited during the past year and any local problems were resolved.

B. Program Plans and Objectives

1. Recruitment

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In the FY 1972-76 period we see the Agency stabilized in size with an annual input requirement for staff personnel of about [ ] below the current level, and about [ ] externally recruited contract personnel. Within those numbers there will be a gradual increase in needs for specialized professional and technical personnel and a slight decrease in clerical requirements. Increasing automation and new techniques in production and handling of records will tend to shift some portion of clerical needs from clerks, messengers and stenographers to production typists and keyboard-oriented clericals with technical learning capacity. We foresee no serious shortages in the manpower market, and public attention to our recruitment activities will be negligible. With that view of the future, and on the basis of experience to date, we propose to modify the recruitment program along the following lines:

a. As a general practice, we will abandon schedules, publicized campus recruitment visits. Instead, recruiters will maintain contact with faculty members and officers of administration who can make referrals of qualified candidates.

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Interviews with such candidates will be conducted either off campus or in secure circumstances on campus. To the extent that campus recruitment will be continued, it will be a matter of seeking highly specialized personnel such as scientists and engineers, linguists, mathematicians, foreign area specialists, and economic analysts. Full use will be made of the advice and participation of Agency experts in joint recruitment efforts.

b. We plan a steady increase in the size of the Co-op Program. Plans of the offices now involved will total about  with the greatest number  to be in NPIC. Further increases will come through adding new offices to the Program rather than increasing the number of co-ops in offices now participating; there is a limit to the number any office can handle effectively. The Audit Staff will try two co-ops as a starter; the Office of Finance is considering joining the program; and we plan another attempt to involve additional offices of DD/S&T, especially OEL and ORD. Should these plans work out, we may have about 175 co-ops by 1974/75. Along with a co-op expansion, we will seek a broadening of Agency policy to permit employment of additional Summer Interns. The Director approved the present limited program because of personnel shortages and recruitment difficulties in the categories sought. Those reasons are not likely to be as

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strong in future as they were in the past, but experience with the program has demonstrated that it offers two important advantages: (1) 50% or more of the graduating Interns will accept full-time employment with us; and (2) those who enjoy their experience in the Agency but do not elect to stay, become friends and advocates in the graduate schools to which they return. This is a substantial public relations gain which, in our view, justifies expansion of the program. Many additional offices would try Summer Interns if the policy were broadened. Even without an Intern expansion, however, we estimate from the graduating dates of present and anticipated Co-ops and Interns, on the basis of 1970 experience, that we will gain full-time employees from the programs in numbers ranging from 23 in 1971, to 35 in 1976. The latter figure will be about 10% of our anticipated professional requirement.

c. We will expand our access to military separation centers and selective service records for young graduates in social sciences and liberal arts fields who are leaving the military service, thus decreasing further the campus search for such junior officer talent. Our excellent working relationships with Army Security Agency, Air Force Security Service, and Naval Security Group are expected to continue and from these sources we will obtain most of our communicators and Elint technicians.

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d. We will cultivate and expand our informal relationships with Civil Service regional facilities, as important sources of leads and "write-in" inquiries.

e. Use of advertising, GRAD, and access to the placement activities of professional societies will be continued and expanded as necessary.

f. Clerical recruitment will continue to be a major task for the foreseeable future. Efforts will continue to increase the number of applicants from within a 50-mile radius of Washington, to cut down on the number of adjustment problems attendant upon out-of-town clerical recruiting. The highly competitive local clerical market will never supply more than a portion of our needs, however, and field clerical recruiters must continue to operate, especially for the more mature secretaries and typists for overseas assignment.

## 2. Placement

Ceiling controls will continue to be a dominant factor in personnel input management. Imbalances in distribution of personnel will accompany or result from organizational and functional changes. The uneven impact of losses through retirement and other causes--i.e., the pass-through of the "hump" in the mid-'70's--will necessitate more than usual attention to the configuration of the manpower structure



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and the development of lines of succession. A new generation of employees, more restless and less tolerant than their predecessors, will make the success of that crucial first assignment ever more important in maintaining a stable work force. The accelerating pace of developments both in technology and in informational requirements will require that our systems for procuring and deploying people be alert, responsive, and capable of rapid adjustment to changing needs. In sum, we will need controlled staffing against carefully developed requirements; and coordinated action through central mechanisms to effect personnel placements which are in the Agency's interest as well as that of components and individuals. Here is where the Staff Personnel Division can help.

a. The Division will extend and strengthen procedures designed to bring about timely selection decisions on applicants throughout the year. We will establish in-process targets for groups of applicants of interest to more than one component; call upon component representatives to participate in selecting the better candidates from those available for consideration; and initiate clearance actions without delay on those selected. Thus we can assure the more timely availability of qualified candidates as EOD requirements are firmed.

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b. The follow-up interview program for new employees will be continued, and a particular effort will be made to accomplish timely follow-ups in the GS-09/11 range. The number of new clericals makes it impractical to attempt follow-up interviews with all, but we intend to extend the principle to clerical employees by establishing a program whereby those who desire reassignment may express their wishes and obtain consideration. Clerical attrition has averaged close to 22% for the past three years or more; undoubtedly some part of this loss was due to job dissatisfactions which might have been alleviated through timely reassignment action.

c. The Division will conduct pre-exit interviews with all staff employees, to take place as soon as possible when an employee's intention to leave becomes known. It may be possible to arrange remedial action in appropriate cases.

d. The Division will undertake specific programs to facilitate internal recruitment action. This will involve action along two related lines: (1) as component staffing requirements become known, we will explore possibilities of filling them through internal reassignment before turning to external recruitment; and (2) we will maintain information about current vacancies and about employees who wish to be considered for reassignment, and will review them for "matches" as appropriate.

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e. We will monitor closely the suitability of assignment actions, particularly for professionals, and will work with PMCD and with components to achieve realistic Tables of Organization which will reflect, accurately and currently, the staffing status and requirements of components.

f. We will try to build up in the IAS a supply of cleared personnel so that component clerical requirements can be met as they develop.

### 3. Military Manpower

a. The Agency's requirements for military personnel reached a peak during the Korean Emergency when in 1953

STATINTL [ ] military personnel were assigned. During the next ten years requirements fluctuated between a low

STATINTL [ ] in 1959 to a high [ ] in 1964. Since 1964 there has been a steady decline in our requirements for assigned

STATINTL military personnel down to a projected strength [ ] by 30 June 1970. Barring unforeseen changes, it is anticipated that the requirement for assigned military personnel will remain [ ] during the FY 1972-1976 period.

b. In addition to "assigned" military personnel who obligate personnel slots, the military services provide personnel to perform certain services of common concern such as guard duty, aircraft maintenance, etc. Personnel used under these conditions are considered "detailed for duty

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with" the Agency but remain assigned to the local military command concerned. The Agency reimburses for these services but the personnel involved are not charged against ceiling. Since the institution of the current personnel reduction programs, there has been increasing pressure from using components to shift some of our "assigned" military personnel requirements to the "detailed for duty with" category. This trend will bear close watching for two reasons: (1) the Agency has no control over the selection of personnel used in these positions and (2) the military services could withdraw the support at any time with little or no warning.

c. The deletion of military personnel slots is a tempting way to meet reduced ceilings since the military persons involved do not have to be fired; they are just returned to their parent service. We believe, however, that other factors must be taken into consideration before a decision is reached to reduce military personnel requirements much below the present level; e.g., (1) the possible reluctance on the part of the military services to provide personnel to meet contingency requirements

if our normal requirements have been reduced to near-zero, and (2) the obvious advantage of having personnel in the military who

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have served a tour with the Agency and can serve as our "friends-in-court".

d. MMPD will continue to procure the best qualified personnel available to meet the Agency's military manpower requirements and provide complete administrative and fiscal support for those on board.

e. Little change is foreseen in the areas of military reserve, civilian reserve, or military deferment.

C. Resources Required

1. Fiscal Year 1972

The Coordinator of the Cooperative Education/Intern Programs will require a Junior Professional Assistant (GS-11) to meet the requirements of the expanded programs.

2. Fiscal Years 1973-1976

No additional requirements are anticipated beyond the FY 1972 level.